

Role Description

Manager - Solutions Architecture & Design

Cluster	Stronger Communities
Agency	NSW Police Force
Command/Business Unit	Technology Command
Location	Various
Classification/Grade/Band	CSO6
ANZSCO Code	261312
PCAT Code	1226492
NSWPF Role Number	RD 1005
Date of Approval	02/04/2024
Agency Website	www.police.nsw.gov.au

Agency overview

The NSW Police Force (NSWPF) vision is for *A Safer New South Wales*, which is achieved by police working with the community to prevent, disrupt and respond to crime.

It is one of the largest police forces in the western world, with more than 20,000 NSW Police Force employees, including more than 17,000 sworn officers providing a range of law and order services 24 hours a day, seven days a week to the socially, geographically and culturally diverse community of NSW.

The organisation has four function lines, based across a number of locations. Metropolitan Field Operations and Regional NSW Field Operations provide frontline services directly to the community. Investigations & Counter Terrorism provides investigative, technical and counter terrorism expertise. Corporate Services, provides business support services such as technology and communication, education and training and corporate human resources functions.

The NSW Police Force is a proud employer of a diverse range of people. This includes, but is not limited to, people who identify as Aboriginal or Torres Strait Islander, LGBTIQ, people with disability, people who come from a variety of cultural, religious or ethnic backgrounds, and workers of all ages. The NSWPF is committed to reflecting the diverse community we serve and creating an inclusive and respectful workplace for all employees, where difference is embraced, contributions are valued, and everyone has a sense of connection and belonging. This enables the growth and development of a talented and diverse workforce across the state, in a wide range of roles, at all levels.

The NSWPF *Statement of Values* and *Code of Conduct & Ethics* outlines appropriate behaviour for all NSW Police Force staff. All employees of NSWPF are expected to ensure ethics are incorporated into all aspects of their work making ethical behaviour, practices and decision making a part of daily routine. This further extends to ensuring confidentiality and information security is maintained at all times.

Work, Health and Safety legislation requires all employees to have specific responsibilities. This role is responsible for identifying, assessing, prioritising and controlling health and safety risks, and ensuring that safe systems of work are developed, documented and followed by staff and contractors through appropriate training, supervision and monitoring.

Primary purpose of the role

The role leads a team of program and solution architects focused on architecture and design delivery for major programs of work, strategic and business as usual (BAU) initiatives for the organisation.

Key accountabilities

- Oversight architecture and design development to ensure alignment to Enterprise Architecture and Information and Communication Technology (ICT) strategic roadmaps to support future business needs including principles, standards, best practices, and the broader future state vision
- Identify and analyse ICT strategic issues and options to align the organisation's technology vision with business strategy to guide the development, integration, implementation and development of business systems, programs, solutions, and designs
- Develop and manage the organisations Solutions Architecture Framework (SAF) and Systems Development Lifecycle (SDLC) processes ensuring that customer goals, objectives and requirements are realised
- Undertake high level research, including but not limited to systematic tender and evaluation, specifications, design and analysis to identify future ICT trends to assist in implementation of reform and modernisation initiatives
- Provide guidance and recommendations on innovative approaches to maximise business systems, programs, solutions, and designs to ensure support for digital reform and the continuous enhancement of the operations through technology
- Monitor, review and report to internal stakeholders and customers on the team's programs, solutions and designs against agreed priorities and negotiating timelines as required
- Maintain architecture artefacts and publications in accordance with corporate enterprise tooling environments.

Key challenges

- Manage program initiatives with interdependencies and competing demands with consideration of stakeholder requirements, resourcing availability and existing workload allocation
- Resolve complex business system issues across a diverse client base through understanding the fundamental drivers of the business and challenging conventional thinking.

Key relationships

Who	Why
Internal	
Chief Enterprise Architect	<ul style="list-style-type: none"> • Interpret and apply agreed enterprise architectures, including information and data architectures and related strategies, principles, standards and best practices • Escalate issues, keep informed, advise and receive instructions.
Work Team	<ul style="list-style-type: none"> • Inspire and motivate the team, provide direction and manage performance • Support the internal team, work collaboratively to contribute to achieving overall teams' successes and driving program and business outcomes.
Stakeholders	<ul style="list-style-type: none"> • Provide expert, authoritative and strategic enterprise architectures, including information and data architecture and related advice to influence decisions regarding business initiatives including innovation, change and business improvement • Manage expectations, resolve issues and provide solutions to problems

Who	Why
	<ul style="list-style-type: none"> • Provide information and guidance regarding sector/agency-wide rules and standards.
External	
Stakeholders	<ul style="list-style-type: none"> • Represent the organisation on key government strategy groups and committees • Participate in the development of government strategies and policies • Promote the NSWPF technology vision to promote an agency perspective within commercial industries and related agencies.

Role dimensions

Decision making

The role operates with a high level of autonomy within parameters determined by the Chief Enterprise Architect and applies sound judgement and decision making for the effective delivery of role requirements. The role defers to the Chief Enterprise Architect for issues that have a significant political impact or are outside of financial delegation.

Reporting line

- Director – Chief Enterprise Architect – SE Band 1

Direct reports

- Solution Architect – CSO5

Budget/Expenditure

- Nil

Key knowledge and experience

- Experience in leading Solution Architecture practices, including developing and implementing of large-scale project and programs
- Highly proficient in the use of commercial off the shelf (COTS) software applications and products.

Essential requirements

- Obtain and maintain the requisite security clearances for this position.
- Tertiary qualifications in Solution Architecture or an equivalent background in a related field, along with essential certifications such as TOGAF or a recognised architecture certification.

Capabilities for the role

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.




The capabilities are separated into **focus capabilities** and **complementary capabilities**.

Focus capabilities


Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.


FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	Act as a professional role model for colleagues, set high personal goals and take pride in their achievement Actively seek, reflect and act on feedback on own performance Translate negative feedback into an opportunity to improve Take the initiative and act in a decisive way Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation	Advanced
 Relationships	Work Collaboratively Collaborate with others and value their contribution	Recognise outcomes achieved through effective collaboration between teams Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions Network extensively across government and organisations to increase collaboration Encourage others to use appropriate collaboration approaches and tools, including digital technologies	Advanced
 Results	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes Make sure staff understand expected goals and acknowledge staff success in achieving these Identify resource needs and ensure goals are achieved within set budgets and deadlines Use business data to evaluate outcomes and inform continuous improvement Identify priorities that need to change and ensure the allocation of resources meets new business needs Ensure that the financial implications of changed priorities are explicit and budgeted for	Adept


FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 Business Enablers	Project Management Understand and apply effective planning, coordination and control methods	Understand all components of the project management process, including the need to consider change management to realise business benefits Prepare clear project proposals and accurate estimates of required costs and resources Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements Identify and evaluate risks associated with the project and develop mitigation strategies Identify and consult stakeholders to inform the project strategy Communicate the project's objectives and its expected benefits Monitor the completion of project milestones against goals and take necessary action Evaluate progress and identify improvements to inform future projects	Adept
	Technology Understand and use available technologies to maximise efficiencies and effectiveness	Champion the use of innovative technologies in the workplace Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and policies	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Manage and Develop People	Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes	Adept
	Engage and motivate staff, and develop capability and potential in others	Adjust performance development processes to meet the diverse abilities and needs of individuals and teams Develop work plans that consider capability, strengths and opportunities for development Be aware of the influences of bias when managing team members Seek feedback on own management capabilities and develop strategies to address any gaps Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way Monitor and report on team performance in line with established performance development frameworks	

Occupation / profession specific capabilities

Capability Set	Category, Sub-category and Skill	Level and Code
	Strategy and Architecture, Strategy and Planning, Enterprise and Business Architecture	Level 5 – STPL
	Strategy and Architecture, Strategy and Planning, Solution Architecture	Level 5 – ARCH
	Strategy and Architecture, Strategy and Planning, Emerging Technology Monitoring	Level 4 – EMRG








NSW Government employees can access the ICT set through the [Skills Framework for the Information Age](#) Foundation website by registering as a corporate user via their NSW Government email address.

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

COMPLEMENTARY CAPABILITIES			
Capability group/sets	Capability name	Description	Level
 Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept

Occupation specific capability set (Skills Framework for the Information Age – SFIA)

Category, Sub-category	Skill and Level Description	Level and Code
Strategy and Architecture, Strategy and Planning,	Enterprise and Business Architecture Develops models and plans to drive the execution of the business strategy, taking advantage of opportunities to improve business performance. Contributes to creating and reviewing a systems capability strategy which meets the business's strategic requirements. Determines requirements and specifies effective business processes, through improvements in technology, information or data practices, organisation, roles, procedures and equipment.	Level 5 – STPL
Strategy and Architecture, Strategy and Planning	Solution Architecture Leads the development of solution architectures in specific business, infrastructure or functional areas. Leads the preparation of technical plans and ensures that appropriate technical resources are made available. Ensures that appropriate tools and methods are available, understood and employed in architecture development. Provides technical guidance and governance on solution development and integration. Evaluates requests for changes and deviations from specifications and recommends actions. Ensures that relevant technical strategies, policies, standards and practices (including security) are applied correctly.	Level 5 - ARCH
Strategy and Architecture, Strategy and Planning	Emerging Technology Monitoring Supports monitoring of the external environment and assessment of emerging technologies. Contributes to the creation of reports, technology roadmapping and the sharing of knowledge and insights.	Level 4 – EMRG



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Version Control

Version	Summary of Changes	Date
V1.0	New Role Description created for new role	02.04.2024

Roles attached

Position Number	Region	Position Number	Region	Position Number	Region	Position Number	Region
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